

Quantum leadership, like quantum physics, shatters the old models and thought patterns imbued by many past leadership theorists. It diverges from the traditional components of leadership and truly focuses on the leader-follower relationship. However, like quantum physics, quantum leadership is a real phenomenon and must follow certain natural laws.

Blank's nine natural laws are that a leader has willing followers; leadership is a field of interaction; leadership occurs as an event; leaders use influence beyond formal authority; leaders operate outside the boundaries of organizationally defined procedures; leadership involves risk and uncertainty; not everyone will follow a leader's initiative; consciousness creates leadership; and leadership is a self-referral process.

Based on these nine laws, this new leadership model is supported by more than 150 practical action ideas. Many of the action ideas seemed a little flaky, but most also proved immediately useful. A recurring theme for many of the action ideas is that quantum leaders "go into the G.A.P." to perceive, shape, and perform in uncharted realms where others, limited to traditional views, don't. The author defines G.A.P. as a place where quantum leaders "gain another perspective," and he dedicates an entire chapter to developing that concept. Staying consistent with the leader-follower model throughout, both the action ideas and G.A.P. theme revolve around the nine laws and the interrelationship of leaders and their followers.

I strongly recommend this book, which is available online for less than \$20 (hardcover). While this book will probably challenge your view of leadership, it is a change in the right direction—one that you've most likely always understood: you manage things (classical physical worldview) and you lead people (new quantum leadership model).

Leadership is indeed the single asset, above all others, that DOD values in its military and civilian employees. All current or aspiring program managers, commanders, team leaders, and team members of an empowered workforce would do well to read this book.

Patton on Leadership: Strategic Lessons for Corporate Warfare

By Alan Axelrod, Prentice Hall, 1999

**Reviewed by LTC Kenneth H. Rose (USA, Ret.),
Tidewater-Richmond Area Manager for WPI in Hampton,
VA, and former member of the Army Acquisition Corps.**

George S. Patton Jr. was one of America's greatest military leaders. In *Patton on Leadership: Strategic Lessons for Corporate Warfare*, the author tries to distill those aspects of Patton's philosophy and extract wisdom applicable to the business world.

The book is a collection of Patton's quotes, notes from his writings, and observations by others—183 examples in all. Each is accompanied by an author comment that expands or interprets the thought. Examples are grouped into nine topical areas, such as "Developing a Winning Attitude," "Communication and Coordination," and "Creating Efficiency."

The opening chapter provides background information on Patton, including the more complete and slightly more colorful version of the speech that opened the 1970 film *Patton*. Readers will likely find their favorite quote or discover a new one of particular relevance among the remaining nine chapters. The book concludes with

a bibliography of sources from which most of the quoted material was drawn. Some of the quotes are brief: "Do not take counsel of your fears" (borrowed from Stonewall Jackson). Others have a familiar ring: "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." Some suggest an immediate interpretation. "Hold the enemy by the nose and kick him in the pants" could be restated as "hold a project by the nose with control systems and kick it in the pants with well-planned actions."

Most of the examples require translation into a business context. "Officers must not hesitate to lead. Before an attack is declared hopeless, the senior officer must lead an attack in person." The author comments that failure is a part of business life. Leaders must not be fair-weather friends who find parades in front of which to walk. They must have courage and character. They must be able to intervene in a faltering project not just with demands for improvement, but with personal involvement that will lead the project out of trouble.

The author's commentary is a valuable part of this book. However, in a broader perspective, Patton's views on leadership are not uniquely "business" oriented. They would be equally applicable to a Boy Scout troop or a church choir. Although most of the author's comments are sensible, they are fundamentally the observations of a dilettante. Corporate readers would be better served by Michael Porter's insights on business strategy, the business management concepts of Peter Drucker, and the business leadership ideas of John Kotter.

Still, *Patton on Leadership: Strategic Lessons for Corporate Warfare* has much to offer the military reader. It is a comprehensive and well-organized collection of a great military leader's legacy of practice and thought. Just take it for what it is, not for what it pretends to be.

NEWS BRIEFS

New AH-64 Main Rotor Blade Repair Method

The U.S. Army spends approximately \$100,000 for one new AH-64 helicopter blade every 200 to 1,000 hours of flight time because of adhesive debonding problems. The current repair method does not resolve the problem and often causes additional debonding. The blades' projected 6,000-hour life cycle decreases to less than 1,000 hours when debonding occurs. To date, the Army has discarded more than 1,100 AH-64 main rotor blades because of debonding.

To resolve the problem, Composite Technology Inc. (CTI) and the U.S. Army Aviation and Missile Command (AMCOM) Aviation Research, Development and Engineering Center (AVRDEC) jointly identified and developed a cost-effective method for repairing debonded AH-64 main rotor blades. The cost is estimated at less than \$24,000 per helicopter. AVRDEC initially completed a cursory cost analysis indicating that if all of the 1,100 discarded blades had been repaired, the Army would have saved \$83.6 million.

To evaluate the new repair method, contractor static and fatigue bench tests on some debonded blades were successfully completed. These tests indicated that the repair method was determined to be structurally airworthy for flight testing. Typically, major aircraft manufacturers conduct structural flight

tests and lead industry/government Combined Test Teams (CTTs) because they possess the requisite technical expertise. However, when the major manufacturer of these AH-64 helicopter blades declined to perform the flight tests, the AMCOM requested the U.S. Army Aviation Technical Test Center (ATTC) to lead an Army CTT to conduct a limited flight loads survey test. ATTC, AVRDEC, and AMCOM Aviation Applied Technology Directorate evaluated the experimental blade and its effect on critical dynamic components of the AH-64 main rotor system. The ability to track and balance the blades was also evaluated.

The blade repair patch consists of four graphite composite layers sealed with a single layer of fiberglass overlay. This patch is applied across the top and bottom of the blade. The CTI composite blade repair should extend the life of AH-64 blades well beyond the 1,000-hour mark and could approach the projected 6,000-hour life cycle. Engineering analysis showed that the repaired blades' increased stiffness and weight did not significantly affect the fatigue life of the rotor blades' critical dynamic components. Additionally, no changes in handling qualities or rotor vibrations were noted. The CTT capitalized on the strengths and resources of several Army aviation research and development and test and evaluation organizations to successfully complete structural flight testing.

For more information on this repair method, contact Courtland C. Bivens III, Chief Engineer of the Flight Test Directorate at the U.S. Army Aviation Technical Test Center, Fort Rucker, AL, at (334) 255-8593/DSN 558-8593, e-mail bivensc@attc.army.mil.

U.S. Army Uses Foreign Vehicles For IBCT Developmental Training

Introduction

Armored vehicles from three foreign countries arrived at Fort Lewis, WA, at the end of September to serve as surrogate interim armored vehicles (IAVs) for the interim brigade combat team (IBCT) developmental training. Although the future IAV has not been identified, milestones have been established for their selection and fielding. The foreign loaner vehicles, along with other U.S. surrogate vehicles, will also be used to validate key operational capabilities outlined in the operational and organizational concept and key performance parameter sections of the IAV Operational Requirements Document. Canada, Italy, and Germany are the foreign countries providing loaner vehicles.

Canada

A loan agreement between the United States and the Canadian Minister of National Defence for 32 Light Armored Vehicle (LAV) IIIs was signed Feb. 15, 2000. The LAV III is an 8 by 8, 3- to 8-man armored wheeled vehicle with an M242, 25mm chain gun. The IBCT will use the LAV IIIs as surrogates for infantry carriers and command and control (C2). The Army Testing and Evaluation Command completed safety testing of the LAV IIIs at Yuma Proving Ground, AZ, on March 3, 2000. Sixteen of the 32 LAV IIIs arrived at Fort Lewis in April 2000.

The remaining 16 arrived in September 2000. The loan of the 32 LAV IIIs is for a 2-year period that expires in January 2002.

Italy

A loan agreement between the United States and the Italian Ministry of Defense for 16 CENTAURO Armored Fighting Vehicles was signed June 15, 2000. The CENTAURO is an 8 by 8, 4-man armored wheeled vehicle with a 105mm main gun. It also has a coaxial 7.62mm NATO machine gun. The IBCT will use CENTAUROS as surrogates for the Mobile Gun System and Anti-Tank Guided Missile System. Five of the 16 CENTAUROS underwent safety testing and had command, control, communications, and computers (C4) integration installed at Aberdeen Proving Ground, MD, prior to their arrival at Fort Lewis. All 16 CENTAUROS were at Fort Lewis in October 2000 to begin developmental training. The loan of the 16 CENTAUROS is for a 2-year period that expires in June 2002.

Germany

A loan agreement between the United States and the German Federal Ministry of Defense for 10 FOX and 10 LYNX wheeled armored vehicles was signed June 15, 2000. The FOX is a 6 by 6, 2- to 10-man wheeled amphibious vehicle with a 20mm cannon. The IBCT will use the FOX as a surrogate for infantry carriers and C2. The LYNX is an 8 by 8, 4-man amphibious reconnaissance vehicle with a 20mm machine gun. The IBCT will use the LYNX as a surrogate for reconnaissance operations. Two of the 10 LYNXs and 2 of the 10 FOXs underwent safety testing and had C4 integration (two FOXs only) installed at Aberdeen Proving Ground prior to their arrival at Fort Lewis in October 2000. The remaining eight LYNXs and eight FOXs arrived at Fort Lewis in September 2000 to begin developmental training. The loan of the 20 foreign vehicles is for a 2-year period that expires in May 2002.

Conclusion

The loaner vehicles and other surrogate vehicles will assist in the development, refinement, and assessment of tactics, techniques, and procedures. However, use of the loaner or any other surrogate vehicles for the IBCT is not an indication that the U.S. Army has chosen a specific vehicle platform or manufacturer for its future IAV.

The preceding article was submitted by CPT(P) Alfred E. Jackson, who reports to the U.S. Army Training and Doctrine Command System Manager-IAV/Future Combat Systems at Fort Monroe, VA.

New Process Monitors Delinquent Purchase Card Accounts

Since its introduction, the government-wide commercial purchase card has proven to be an excellent procurement tool that eliminates the need for purchase orders, invoice receipts, imprest funds, third party drafts, and cash-on-hand. However, the increased popularity and use of the card during the past few years has resulted in an increased number of delinquent DOD accounts. In an effort to deal with this issue, the U.S. Army Corps of Engineers' Los Angeles District Contracting Division

has established a self-monitoring query system on its Internet site to identify potential delinquent accounts.

Following instructions posted on the Customer Automation and Reporting Environment (C.A.R.E.) link on the Internet site, individuals can generate reports that provide daily balances for all Authorizing Official (AO) accounts. The Organization Program Coordinator e-mails the report to the AOs weekly to indicate how well the district is paying its purchase card bills.

Since instituting this process in March 2000, the L.A. District has reduced its number of AO past due balances by more than 50 percent. Although the new process is not a "silver bullet" to fix all program problems, it is an effective tool to inform AOs and other managers about payment deficiencies.

If you would like to develop your own report for tracking your AO accounts at levels 1-4, which are controlled and authorized by the C.A.R.E. Program, visit the L.A. District Web site at <http://www.spl.usace.army.mil/ct/ct.html> and click on C.A.R.E. REPORT INSTRUCTIONS. For the most current delinquency account information, visit <http://purchasecard.sarda.army.mil> and click on **Payments & Delinquencies**.

New Web Site For Army Engineers And Scientists (CP-16)

"Engineers and Scientists (E&S) Non-Construction (NC)" is the name of a new Web site for current and prospective non-construction Department of the Army (DA) engineers and scientists in Career Program 16 (CP-16). Designed to be a valuable career planning resource, the new Web site includes organization, management, and points of contact information; information on professional development opportunities and professional recognition; job announcements for entry- and senior-level positions; and information on workforce demographics and the DA E&S Career Program Strategic Plan. The Web site is located at <http://www.dacp16.net>.

For further information, contact Wallis Berrios at (703) 617-1947.

Purchase Card Electronic Certification—A Paperless Success!

On July 24, 2000, officials at the Fort Rucker and Fort Polk beta test sites began receiving their purchase card statements through a secured Internet connection. This new automated electronic payment certification process, in addition to the Web-based account setup and maintenance function used by local program coordinators, is a paperless success!

This new application, provided under the *SmartPay* task order with U.S. Bank, gives card officials 24-hour, 7-day-a-week access to purchase card transactions, billing statements, and monthly invoices. Officials can now review or dispute transactions, approve cardholder or billing statements, and cer-

tify invoices for payment, all with the click on their Web browser. Not only is the certification paperless, the bank sends the certified invoice in electronic format directly to the payment office, which then downloads it directly into the payment system without re-keying.

The new system is expected to speed the processing of statements because there is no dependence on traditional mail delivery. Additionally, the Army will avoid interest resulting from late payments, and cardholders will receive larger bank rebate credits on their statements.

This Web-based application for cardholders and billing officials began for the entire Army on Oct. 1, 2000. Interactive Web-based training has been developed, and access will be provided through local program coordinators.

If you have questions or would like to share your purchase card experiences, contact Dorothy Hindman, Army Purchase Card Program Coordinator, at (703) 681-3417, e-mail hindmand@sarda.army.mil.

Army Launches New Contracting Initiative

In recent years, senior Army and DOD acquisition leaders have become concerned that some incentive programs are not yielding the anticipated benefits (i.e., enhanced performance and lower costs). In fact, it is believed that contractors might be encouraged to achieve the reverse behavior of what is intended and needed. Consequently, in February 1999, Under Secretary of Defense for Acquisition, Technology and Logistics Dr. Jacques S. Gansler issued a memorandum to Service acquisition executives re-emphasizing the importance of appropriately using "award-fee" contracts as effective motivators for excellent contractor performance. For continuous performance improvement, Gansler's memo highlighted the areas of quality, timeliness, technical ingenuity, and cost-effective management.

In November 1999, Deputy Assistant Secretary of the Army for Procurement Dr. Kenneth J. Oscar expressed concerns to the Army acquisition community that award fees issued to contractors are not commensurate with their levels of performance. As a result of these concerns, the Army and the Office of the Secretary of Defense are taking another look at the effectiveness of long-standing incentive programs with a view toward realizing greater benefits.

Consequently, the Award-Term Contracts Incentive was recently launched as a 3-year pilot program. This concept establishes stable partnering relationships between government and industry to provide long-term sources of quality products and services. In addition to enabling the government to form long-term relationships with proven high-performing contractors, it also enables contractors to make investments in process improvements that few companies would make when dealing with short-term awards.

Under award-term incentives, contractors receive periodic performance evaluations and scores. Based on these evaluations and scores, contractors may receive contract extensions for excellent performance and cost savings or have the contract

period of performance reduced for not rendering excellent performance.

The award-term concept is best suited for cost-plus-incentive fee, firm-fixed-price, and fixed-price incentive contracts, particularly in the service arena. Naturally, cost-plus-award fee contracts are excluded from this concept because the objective in award-term contracts is to achieve a level of performance that other incentives are not achieving. Under the pilot program, the Army expects contracting officers to make decisions concerning contract types in their respective commands that are most suitable for award-term application.

The pilot phase of this program will run for 3 years, during which time contracting activities involved in the pilot will annually provide status updates to Headquarters, Department of the Army. Based on lessons learned and feedback from the field, the Army will determine the merits of institutionalizing this concept.

The preceding article was written by Esther Morse, Director, Procurement and Industrial Base Policy, Office of the Deputy Assistant Secretary of the Army (Procurement).

CONFERENCES

Second Annual Aviation Ground Support Equipment Users Conference

The Directorate of Combat Developments-Aviation, Materiel and Logistics Systems Division will host the Second Annual Aviation Ground Support Equipment (AGSE) Users Conference Dec. 5-6, 2000, at the Fort Rucker, AL, Officer's Club. The theme for this year's conference is "Focus on the Future." The proposed aviation logistics vision supporting AGSE will be reviewed and priorities set for future Army AGSE development and acquisition. User participation gives the field commander the opportunity to provide input to future systems requirements.

Conference attendance is intended for brigade, battalion, and company-level maintenance officers and noncommissioned officers. Attendees who want an electronic copy of the presentations are encouraged to bring a CD-R compact disc. Fort Rucker billeting reservations can be made by calling (334) 255-2626 or DSN 558-2626. For additional conference information, contact CPT Rob Wegner, DSN 558-1580, (334) 255-1580, fax (334) 255-9191, or e-mail WegnerR@rucker.army.mil.



LESSON 3



"Don't be buffaloeed by experts and elites. Experts often possess more data than judgment. Elites can become so inbred that they produce hemophiliacs who bleed to death as soon as they are nicked by the real world."

Small companies and start-ups don't have the time for analytically detached experts. They don't have the money to subsidize lofty elites, either. The president answers the phone and drives the truck when necessary; everyone on the payroll visibly produces and contributes to bottom-line results or they're history. But as companies get bigger, they often forget who "brought them to the dance": things like all-hands involvement, egalitarianism, informality, market intimacy, daring, risk, speed, agility. Policies that emanate from ivory towers often have an adverse impact on the people out in the field who are fighting the wars or bringing in the revenues. Real leaders are vigilant, and combative, in the face of these trends.